Office of the Public Defender Dean Trebesch

FY 1999-00 Goals and Objectives Third Quarter

| Goals | Accomplishments/Comments |
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| Protect the rights of our clients by 1) maintaining an active presence at the legislature, 2) improving support staff ratios, 3) providing quality training opportunities for all staff, 4) expending efforts to maintain acceptable trial rates, results, & case length | Our new Legislative Relations Coordinator was active, on behalf of this office and the County, at the legislature again this session monitoring spending and legal issues of consequence to our operations. Active felony caseloads rose during this quarter, as did our appeals Division's assignments. Our criminal case aging statistics showed a worsening in every category when comparing this quarter with calendar year 1999 (e.g. 25 percent closed, 50 percent closed, 75 percent closed, 90 percent closed, 99 percent closed). Moreover, our average length of felony cases to disposition has risen during this quarter. On the other hand, Public Defender trials decreased during this quarter compared to the same quarter for the last three years. None of these statistics demonstrate the general improvements anticipated from the Kaufman court changes, and we will work with the court to seek ways to improve these numbers. We hosted another of our annual Trial Advocacy Colleges in March at ASU's College of Law, over a three-day period. Designed to sharpen the trial skills of new and mid-experienced attorneys, this annual training was attended by nearly 30 of our trial attorneys this year. Once again, we have taken a leadership role in costeffectively training trial attorneys. |
| Work to improve access to justice & develop rational justice policies by 1) maintaining an active role in systemic efforts, 2) conducting coordinated planning efforts with the IR depts., 3) opening lines of communication w/ individual members of the judiciary | During this quarter, meetings have been held with Judge Kaufman and Judge Campbell (newly designated Presiding Judge), among others, in our continuing efforts to visibly work within the system to improve case processing and judicial operations. I am in the process of scheduling regular working meetings with them. We have worked closely with Susan Sherwin and our Controller to enhance the success of the newest indigent defense office, utilizing our administrative and technical expertise as a guide. A final decision has been made by this office to shift our Dependency operations, beginning in July, to the new indigent defense office. Due to the magnitude of our internal case conflicts, our analysis supported this shift as the best way to ensure the success of these juvenile dependency matters, from an economies of scale standpoint. |

Enhance professionalism & productivity of staff by 1) ensuring automation & record-keeping strategies & projects are completed & implemented in a timely manner, 2) completing performance evaluations & staff training by midyear, 3) completing recruitment & training of new staff, 4) assessing & addressing market & performance-related compensation issues, 5) responding to the "emotional commitment agenda" as practical by the end of the FY, and 6) complete transfer of PD Practice Manual to desktop for easy accessibility by all staff within 6 months

- Thanks to the diligence of our automation staff, we made it through the Y2Ktransition unscathed. Much of their emphasis this month was focused on completing that process which included transferring our records from our outdated VAX system to the new client server.
- In February, we processed 7 new attorneys through our three-week training orientation. Also, during this quarter, we hired approximately 19 support staff. Training for the staff was accomplished with the help of supervisors and existing staff since we have not yet replaced our office Training Administrator.
- Space issues hampered efforts to bring the additional support staff OMB authorized as early as we had hoped, however, we have done some rearranging, adjusted our original plans, and are working with Real Estate and the Courts to resolve this issues as expeditiously and practically as possible.
- To improve secretarial satisfaction and attempt to stem the turnover problem with experience with secretarial staff, we implemented a pilot project in Trial Group D to determine the feasibility and practicality of channeling incoming calls to a central location rather than to individual secretaries. Data will be collected during the next quarter to determine the success of the project and whether or not it should be expanded to other trial groups.
- Management continued its efforts to fine-tune our new attorney performance evaluation and is prepared to present it to staff focus groups for further input.
- The PD Practice Manual now has been successfully converted from paper to electronic copy and is accessible for our internal staff through their network connection. This offers easy, current and accurate information to all staff using the most efficient mechanism available.

Perform our obligations in a fiscally responsible manner by 1) balancing FY00 budget, 2) working to ensure cost-effectiveness, 3) adhering to County Business Plan, 4) monitoring case appointments and cost per case, 5) reviewing & revising conflict check procedures as necessary, 6) carefully monitoring expenditures, and 7) participating in justice system and county-wide planning efforts, including those involving future space needs

- Our operations continue to be managed in a very costeffective manner. We anticipate a several hundred thousand-dollar surplus for the close of this fiscal year. In fact, our budget situation has been so favorable that OMB has indicated we will be able to absorb most of our key budget issues for next fiscal year. With our favorable budget balance, we are upgrading some of our automation equipment and are authorizing incentives for deserving employees.
- Several space-planning initiatives are taking place, many of which we are absorbing as costs from our existing budget. Due to our support staff growth and the Court's demand for additional space in Mesa, we are in the

process of moving our Appeals Division, our large Group C Unit at Mesa, and our Dependency Unit (to the new indigent office). Although these are significant disruptions, we will try to manage them as adroitly as possible while we continue our daily legal functions.

• We have utilized our new Controller on many of these matters and his accessibility and cooperativeness have helped our internal operations considerably.

Improve efforts to demonstrate public value & accountability by 1) encouraging office supervisor's participation in planning efforts, 2) developing valid performance measures, 3) reviewing, revising, & updating strategic plan as needed, & 4) more effectively publicizing planning efforts & progress

- Our training division finalized the details for our Communications Skills Seminar developed to further refine our statements of value and enhance individual leadership abilities and skills. It will be conducted by Ron Gossling from the Communication Counsel of America. The seminar is an all day event that will be conducted on Friday, April 28. Approximately 53 Public Defender staff and managers, including attorney and non-attorney staff, are scheduled to attend.
- We completed the RFP process for our office improvement project and are gathering and supplying large volumes of data for the consultants to assist them in the review of our office and local criminal justice system.
- We began developing a trial division project designed to focus on the special needs of juvenile offenders sentenced in adult court with the hope of reducing incarceration stays, increasing the likelihood that they receive appropriate intervention and, ultimately, reducing recidivism rates. We anticipate implementing the project early next fiscal year. To this end, Jim Haas and one of our Client Services Coordinators, attended a Juvenile in Adult Court seminar in Miami on March 30. Jim combined that trip with a visit to the Dade County Public Defender's Office where he met with Bennet Brummer and Chuck Edelstein, the consultants assigned to our process improvement project, to launch those efforts.

Achieve recognition as an effective & dynamic leader of organizations providing legal representation for indigent people by 1) cultivating relationships & exchanging information w/ various defense organizations & offices, 2) improving efforts to recognize staff for related efforts, 3) encouraging staff participation in local and national training events, and 4) developing & conducting internal supervisory management training sessions for new supervisory staff

- As indicated in our first quarterly report, many of the projects identified in Goal Three also contribute to our ability to achieve this goal.
- During this period, we focused on creating an internal reward and recognition program for frequent and timely acknowledgement of staff performance throughout the year. That program is in the final stages of development.
- On Feb. 11, we conducted a half-day seminar on juvenile program funding issues, accessing Title 19 services and immigration consequences for juveniles. Approximately

- 70 defense attorneys from throughout the state attended the session.
- Our training unit presented a statewide DUI training in conjunction with the City of Phoenix Contract Defender's Office on February 28. Approximately 220 attorneys from throughout the state attended that session
- Additionally, we conducted our 4th Annual Trial Skills College that at the Arizona State University, College of Law on March 15, 16, and 17. This three-day program focused specifically on openings, cross-examination, impeachment and objections and was facilitated, in part, by outside experts, including a Federal Public Defender from Chicago, Illinois, and a team of communication experts. Attendees included 30 Public Defenders, 1 Legal Defender and 9 Public Defenders from other Arizona counties.
- Despite a vacancy created by the departure of our training administrator early this year, our training unit continued to publish the monthly newsletter throughout the third quarter. This publication is distributed throughout the office, the Maricopa County Criminal Justice System and to many outside indigent defense offices.